



CITY OF ROCK HILL, SOUTH CAROLINA

REQUEST FOR PROPOSAL

**STAFFING & OPERATION OF
ALL FOUR CITY OWNED SWIMMING POOLS**

Mandatory Pre-Bid Meeting: November 16, 2016 at 1:30 PM

The City of Rock Hill, South Carolina is seeking competitive bids from qualified firms to provide the City with its swimming pool staffing, maintenance and repairs. Below is a description of service requirements. The term of this agreement is 36 months with two 12 month options, for a total of 60 months, if options are exercised.

A mandatory pre-bid meeting on November 16, 2016 @ 1:30 PM at the City Operations Center Purchasing Conference Room, 757 South Anderson Road, Building 103, Rock Hill, South Carolina 29730. Inspection, questions and work review will take place at this time. Only those companies who attend the meeting and sign in will be eligible to submit a bid. Companies will have the opportunity to visit all pools at this time.

The process of responding to this Request for Proposal (RFP) should involve interested companies reviewing and analyzing the information provided herein and responding in writing to any and all items where a response is requested.

Background

The City of Rock Hill Parks, Recreation & Tourism Department is responsible for this project.

Bid Request

Sealed bids will be received by the Purchasing Division of the City of Rock Hill, South Carolina until 1:00 PM local time on November 30, 2016 at which time they will be publicly opened and read aloud. All companies submitting bids are welcome to attend, but attendance is not mandatory. Details of the award will be posted on our website cityofrockhill.com after the bid opening.

The bid opening will begin promptly at the appointed time in the Purchasing Office, located at the City Operation Center, 757 S. Anderson Rd. Building 103, Rock Hill, South Carolina 29730. No bid may be submitted after the bid opening begins. The bidder is solely responsible for the timely submission of his/her bid.

No bid may be withdrawn for a period of sixty (60) calendar days after the bid opening.

Bids may be mailed to City of Rock Hill, Attn: Tom Stanford, P.O. Box 11706, Rock Hill, South Carolina 29731 or hand delivered to Tom Stanford, Operations Center Purchasing Office, 757 S. Anderson Rd., Building 103, prior to the appointed time of the bid opening.

All bids must be in a sealed envelope and marked **“SEALED BID: POOL STAFFING & OPERATION. OPEN NOVEMBER 30, 2016 at 1:00 PM.”**

All bids must be approved by the Rock Hill Parks, Recreation & Tourism Department and the City Manager.

Should the bids be higher than the amount allocated by the City for this project, the City reserves the right to negotiate in good faith with the low bidder. Failing an agreement, the City may reject all bids and resubmit for new bids or make any other decisions it deems to be in its own best interest.

Questions regarding terms and conditions, etc. should be directed to Tom Stanford at tom.stanford@cityofrockhill.com.

City Contact

If you have any questions regarding this RFP, contact Tom Stanford with the Purchasing Office at tom.stanford@cityofrockhill.com.

All questions about the RFP or the work itself must be submitted to City staff by Wednesday, November 23 at 2:00 PM.

Qualified Vendor

A qualified vendor is defined for this purpose as one who meets, or by the date of bid acceptance can meet all requirements for licensing, insurance and service contained within this RFP.

Insurance

Company agrees that Company shall keep and maintain general automobile liability insurance in the amount of \$ 1,000,000 per occurrence for each vehicle and \$1,000,000 in aggregate for all vehicles which Company brings onto City property or use in any manner in the provision of services, including transportation to and from the site (s) where the services are rendered; and Company further agrees that Company shall maintain general liability insurance in the amount of at least \$1,000,000 per incident/occurrence and \$1,000,000 in aggregate for all incidents/occurrence during the policy period; and Company agrees that Company shall maintain Worker's Compensation Insurance on all of the Company's employees. In no event shall Company serve as self-insurer for the purpose of Workers Compensation Insurance. In addition to the coverage listed above, the Company shall also keep and maintain an Umbrella Coverage Policy in the amount of minimum of \$10,000,000 per occurrence. Company also agrees that Company shall provide, in a form acceptable to City, certificates of Worker's Compensation Insurance, Automobile Liability Insurance, Umbrella Policy and General Liability Insurance. In addition to the coverage listed above, the Company shall also keep and maintain an Umbrella Coverage Policy in the amount of minimum of \$10,000,000 per occurrence.

Illegal Immigration Reform Act Compliance

The contractor certifies that the contractor will comply with the requirements of Chapter 14, Title 8 of the South Carolina Code of Laws titled **Unauthorized Aliens and Public Employment** and agrees to provide to the City of Rock Hill any documentation required to establish either; (a) the applicability of such law to the contractor, subcontractor, and sub-subcontractor; or (b) the compliance with this law by the contractor and any subcontractors or sub-subcontractors.

Indemnification

Company shall indemnify and hold City harmless from and against all liability, loss, damages or injury, and all costs and expenses (including attorneys' fees and costs of any suit related thereto), suffered or incurred by City, to the extent arising from Company's or its Contractors' negligent performance of the Services under this Agreement, intentional misconduct, negligent acts or omissions, or breach of any term, covenant, representation or warranty of this Agreement.

Non Appropriation of Funds

This Agreement shall be subject to the availability and appropriation of funds by Management, and City Council. If the Council does not appropriate the funding needed by the City to make payments under this Agreement for a given fiscal year, the City will not be obligated to pay amounts due beyond the end of the last fiscal year for which funds were appropriated. No act or omission by the City, which is attributable to non-appropriation of funds, shall constitute a breach of or default under this Agreement

WMBE Statement

It is the policy of the City of Rock Hill to provide minorities and women equal opportunity for participating in all aspects of the City's contracting and procurement programs, including but not limited to employment, construction projects, and lease agreements consistent with the laws of the State of South Carolina.

It is further the policy of the City of Rock Hill to prohibit discrimination against any person or business in pursuit of these opportunities on the basis of race, color, national origin, religion, sex, age, handicap, or veteran status.

It is further the policy of the City of Rock Hill to conduct its contracting and procurement programs so as to prevent such discrimination and to resolve any and all claims of such discrimination.

City Business License

The successful contractor, prior to execution of the contract, must possess or obtain a City of Rock Hill Business License. Such license must be maintained throughout the duration of the contract. The fee for such license is based on the amount of the contract with the City if the contractor is not currently doing other business inside the City Limits. If the contractor is currently doing other business within the City limits of Rock Hill, and does not possess a business license, then the fee for the license is based on the total gross receipts from customers within the city limits. Contact City Business License Office at 803-329-7042 to determine the exact amount or to ask other pertinent questions regarding doing business in the City of Rock Hill.

Excluded Bidders

Bids from vendors/contractors with prior poor performance; quality issues, contract conformance, payment history, timeline compliance, or any other reason the City deems POOR PERFORMANCE will not be considered.

Excluded Vendors/Contractors can resubmit complete company information with references for city review after a minimum of one year from the last excluded bid. City will contact Vendor/Contractor with its decision within 30 days of company information submittal. City reserves the right to include or exclude said Vendor/Contractor based on findings.

Local Purchasing

It is the intent of the City of Rock Hill to promote the use of local businesses and hiring citizens living within the local Rock Hill/York County area when possible.

- 1.) Local vendors, services, contractors, companies and businesses (Rock Hill/York County) with a valid city of Rock Hill business license may have the opportunity to receive a 3% or a 5% adjustment factor during the consideration of bids. A LOCAL VENDOR, SERVICE, CONTRACTOR, COMPANY OR BUSINESS is defined as a business offering the services and or products being bid. Business must have been established for not less than one year within York County limits along with holding a valid City of Rock Hill Business License for the entire year prior to bid date. City Council shall be entitled to make the final decision as to whether such business is local and may in its discretion consider factors such as the length of time prior to issuance of the local business license, the actual physical presence within the corporate limits or within York County, property taxes attributable to such entity received by the City of Rock Hill, local employment and any other reasonable factors to insure that this policy is not being circumvented.
- 2.) Business located within the Rock Hill municipal limits may be considered for a 5% adjustment factor. Businesses located in York County outside the Rock Hill municipal limits may be considered for a 3% adjustment factor.
- 3.) The maximum value of the percentage adjustment factor will be capped at \$25,000.
- 4.) If a local business is within the percentage guideline, not exceeding \$25,000, of the lowest bid received, the local business may be given consideration of the bid award if it is willing to provide goods or services at the price of the lowest bid received.
- 5.) If conditions of number 4 above are met and the local business is not willing to provide goods or services at the price of the lowest bid received, the consideration of the bid award will revert back the lowest bid received, or the next lowest local business within the percentage (maximum \$25,000) adjustment factor threshold.
- 6.) Contractor and or business must make reasonable attempt to hire local Rock Hill/York County residents.
- 7.) Selected contractor(s) must make reasonable effort to purchase/lease all material, equipment and supplies associated with the awarded bid from a local business with a valid City of Rock Hill Business License.
- 8.) Contractor(s) receiving award must supply City with a list of their employees working on the project which include the city/town in which they reside along with a list of all equipment, material, suppliers and subcontractors and their addresses (This list will be used in the evaluation process).
- 9.) Special consideration may be given to companies that have products produced and/or manufactured in the United States.
- 10.) Local Purchasing provisions of this section will be in effect and apply to bidding until June 30, 2017 and expire unless re-authorized by the City Council.
- 11.) Local Purchasing adjustment factors cannot apply: (i) to Federally Funded Projects (ii) to State Funded Projects where the State restricts the use of local preferences under such circumstances; or (iii) to projects funded by Bond proceeds where the Bond covenants restrict the manner of procurement.
- 12.) Utilization of the Local Purchasing program requires a minimum of three bids; if three or more bids are not received the Local Purchasing program cannot be utilized.

Customer Service

Please remember, although you are a contracted City service, you each represent the City of Rock Hill during all work performed, face-to-face as well as telephone conversations. These guidelines are to give all contract employees a solid feeling for what the City of Rock Hill expects from any contracted service.

Overview:

- A. Be friendly, courteous, and helpful
- B. Company uniforms must be worn at all times
- C. Staff members must look and act professional at all times.

CONTRACTORS EMPLOYEES:

Before the Contractor can enter the project site, it shall investigate and determine that its employees working on the project site are not listed on the sexual offender registry. Contractor shall require all subcontractors to make a similar investigation. One such investigation within six (6) months of commencement of the project work, by the employer, fulfills the City's requirement for the Project.

The Rock Hill Police Department along with the City of Rock Hill also reserves the right to cancel any contracts, agreements, purchasing or distribution, etc., if they feel the project, purchasing, vehicle(s), and or property(s) may be in jeopardy due to the contractor's employee(s) having a criminal history which may lead to ethical issues while dealing with city workings or investigative activities.

COMPANY_____

Authorized Signature:

PRINT NAME AND TITLE:_____

SIGNATURE_____DATE_____

Instructions to Bidders

Purpose: The purpose of this document is to provide to potential bidders general and specific information in submitting a bid to supply the City's needs as listed within.

1.1 Definitions:

- A) Bidder: This term is used to encompass the party seeking to have an agreement with the City of Rock Hill.
- B) City: This term is defined as the City of Rock Hill, South Carolina. All Communications relating to the bid process or the resulting purchase should be directed to the City's Purchasing Office or to his designated contact.
- C) Purchase: This term means the agreement to be executed by the City and the selected contractor.

1.2 Bid Preparation: All bid responses shall be

- A) Prepared and submitted on the forms enclosed herein, unless otherwise prescribed.
- B) Typewritten or completed in ink, signed by the bidding firm's authorized representative with all erasures or corrections initialed and dated by said signer.
- C) Each bid constitutes an offer and may not be withdrawn except as provided herein. Bid prices are to remain firm for the period stated in the Bid Request.
- D) Each bid shall include the name, address, telephone number, fax number and e-mail address of at least three (3) current customers for whom they have provided similar products. These references may be contacted, and if so, their responses will constitute a significant part in the bid evaluation process.

1.3 Bid Submission: three (3) copies of the Bid Response shall be:

- A) Submitted in a single sealed envelope with the following information written on the outside of the envelope:
 - * The name of the bidding company;
 - * Identification of items being bid; date and time of bid opening.
- B) Mailed or delivered to the address shown in the Bid Request for receipt by the City by the stated deadline.
- C) Bids not received by the time and date specified will not be opened or considered, unless the delay is a result of the City, its agents, or assigns.

1.4 Failure to bid: Any company which does not desire to offer a bid should submit to the City a letter stating a reason for not bidding and whether the bidder desires their company's name be retained or removed from the City's bid list for future solicitations.

1.5 Errors in Bid: Bidders or their authorized representatives are expected to fully inform themselves as to the conditions, requirements and specifications before submitting bids. Failure to do so will be at the bidder's own risk. In case of error in extension of prices in the bid, the unit price shall govern.

- 1.6 Award Criteria:** The award shall be made to a single bidder who submits the lowest responsible and responsive bid taking into consideration product quality, past performance, and compliance with the stated terms, conditions, and specifications. The City reserves the right to make such decision as it deems to be in its own best interest. The City alone shall make such determination.
- 1.7 Compliance with laws:** The selected contractor shall obtain and maintain all licenses, permits, liability insurance, worker's compensation insurance and comply with all other standards or regulations required by federal, state, county, or City statute, ordinances and rules during the performance of any purchase between the bidder and the City. Any such requirement specifically set forth in any purchase document between the bidder and the City shall be supplementary to this section and not in substitution thereof.
- 1.8 Brand Name:** The use of a brand name is for the sole purpose of describing the standard of quality, performance, and a characteristic desired and is not intended to limit or restrict competition.

Scope of Work to be Performed

I. OPERATIONS

A. Pre-Season Duties

Start-up – The selected contractor should prepare all facilities for operations. Duties will include, but not limited to: clean bathhouse including scrubbing all floors with appropriate cleaners, washing down walls, cleaning all toilet facilities, waxing all porcelain with post wax, waxing any slides, **“de-winterizing” facility, i.e., toilets, showers, pump room.**

Chemicals – Operator shall be responsible for ordering and stocking adequate quality and quantity of pool water sanitation chemicals, for the entire pool season(s) and facility, at its cost. Operator must have current Material Safety Data Sheets (MSDS) for all chemicals in each facility. MSDS sheets must be readily available at all times and all employees are to be trained in the use and location of said MSDS sheets.

Chlorinators: Contractor will be responsible for providing, installing and maintaining chlorinators at all facilities.

B. Post Season Program

Close of season duties.

Entire cleaning of bath house, mechanical room and storage areas; police grounds for leftover litter; secure/store chairs, guard chairs, ladders, tables, umbrellas, all circulation equipment; **winterize** pool, and all components at swimming pool, i.e., toilets/showers, drinking fountains, wash basins, hot water heaters and remove all chemicals.

C. Hours of Operation

Public Use/Open Swim 10 Week Program

Emmett Scott Pool	(Mon-Fri 1:00 - 6:00 PM) (Sat 12-5:00 PM) (Sun - Closed)
Boyd Hill Pool	(Mon-Fri 2:00 - 6:00 PM) (Sat 12-5:00 PM) (Sun - Closed)
Northside Pool	(Mon-Fri 1:00 - 6:00 PM) (Sat 12-5:00 PM) (Sun - Closed)
Oakwood Pool	(Mon-Fri 1:00 – 6:00 PM) (Sat 12-5:00 PM) (Sun - Closed)

115 hours/week of public open swim

The City of Rock Hill reserves the right to change operating hours. If the changes involve any additional operating hours, the City will negotiate the any additional rates with the selected contractor.

Pool Rentals

The pools may be rented by private groups outside of normal operation hours. Rental fees and times will be determined by the contractor. All fees will be collected by the contractor. Lifeguards must be present during these times and provided by the selected contractor. Additional hourly rates will be negotiated with the selected contractor.

Swim Lessons

Swim lessons are offered at 4 locations, four 2 week sessions

Northside Pool	9:00-10:00 AM and 6:00-7:00 PM
Oakwood Pool	9:00-10:00 AM and 6:00-7:00 PM
Emmett Scott Pool	9:00-10:00 AM
Boyd Hill Pool	9:00-10:00 AM

Additional Usage

The City of Rock Hill will have access to the pool after hours for outdoor recreation programs at no extra cost. The City of Rock Hill will use contractors provided by the selected contractor at a negotiated hourly rate.

D. Recruiting and Training Personnel

- 1.) All persons employed by the selected contractor and the selected contractor itself must be licensed to do the work being performed in accordance with all federal state local and OSHA laws or regulations. All guard staffing must be Red Cross Certified. A copy of the bidder's safety manual and employee guidelines are to be included in the bid package.
- 2.) The selected contractor should include an explanation of the steps taken to assure the City that all staff members are properly licensed and qualified to perform services under the terms of this contract.
- 3.) In-service training must be offered once a week to all aquatic staff. Topics of training must be pertinent to the duties of life guarding and will require staff to demonstrate various rescue and first aid skills in order to maintain the highest level of safety. All training topics are subject to approval by City staff prior to the start of the swim season.
- 4.) Written personnel policies governing behavior, substance abuse and relations with persons using the pool shall be provided to the Human Resources Director of the City of Rock Hill.
- 5.) The selected contractor's employees shall wear appropriate uniforms with the selected contractors name prominently displayed. If employees are observed by the City of Rock Hill not wearing their required uniform during working hours, a monetary deduction of twenty-five dollars (\$25.00) per employee per day will be applied to the contract. Sample uniforms must be approved by the aquatics supervisor prior to being worn.
- 6.) The selected contractor must propose a procedure to resolve complaints concerning the conduct of its employees by persons using the pool. The City of Rock Hill PRT Department Head shall have authority to request that the selected contractor resolve any dispute which arises concerning employee conduct or request that the selected contractor remove an employee from his or her position at the City of Rock Hill pools if a dispute is not adequately resolved to the satisfaction of the Department Head.
- 7.) Employee pay rate chart must be included in the bid package.

8.) All staff members who teach swimming lessons must complete a comprehensive training program prior to having contact with participants. Swim instructor training will be provided by the operator at no additional cost to the City of Rock Hill. Training curriculum must be approved by City of Rock Hill PRT staff prior to start of program. Written lesson plans must be followed at each lesson and available upon request.

9.) Contractor must assure the City that ADA compliance standards will be followed at all times.

E. Contract Term – The term of this agreement is 36 months with two 12 month options, for a total of 60 months, if options are exercised. The length of performance under this contract shall start on or about March 1st, 2017. Should weather conditions prevent these starting and ending dates, adjustment can be made with the approval of the City of Rock Hill.

F. All pool admission fees will be determined by the City of Rock Hill. The operator will be responsible for collecting and depositing all monies generated from pool operations including but not limited to rentals, instructional programs, aerobics, etc. Selected contractor will use a method devised by the City of Rock Hill PRT Department to track daily cash and attendance records and will be subject to random audits by the City of Rock Hill or its agents. Monthly detail reports will be provided within 5 business days of month end.

G. Operation, licensing, cleaning, staffing of (inside) Centers is not part of this RFP and will be provided by the City of Rock Hill its agents, volunteers, or employees.

H. Daily duties in opening and closing the pools.

A daily schedule for cleaning, opening, and closing the pool and pool area shall be proposed by the selected contractor. The selected contractor shall remove all trash daily, including garbage, clothing, debris, etc. from the pool house and swimming pool area. Selected contractor will be responsible for placing all trash, garbage and debris generated by the selected contractor's operation in a trash container. The lifeguard room shall be kept clean and neat in appearance at all times.

I. The selected contractor shall have the responsibility for ensuring that high standards of sanitation, cleanliness and safety exist at all times. The selected contractor shall adhere to all applicable City, County, State and Federal laws concerning sanitation, water quality, cleanliness and safety. A representative of SC DHEC along with PRT Supervisor will be an authorized inspector of the selected contractor's responsible area regarding the cleanliness and safety of the overall operation.

J. Number of personal on duty/Manager on duty.

Selected contractor shall maintain a work force of sufficient size to handle the contract and **meet the required Department of Health and Environmental Control minimum lifeguard standards**, including reserve personnel to fill vacancies during absences because of illness, vacations and holidays. A pool manager shall be on duty at all times.

II. Repair/Maintenance

A. Selected contractor will be responsible for the repair or replacement and restoration of any damaged area by careless or accidental use of equipment or machinery. Selected contractor will be responsible to repair or replace site amenities such as but not limited to fences, signs

and/or **appurtenances, i.e., toilets, damaged or destroyed by careless labor** or careless or accidental use of equipment or machinery in the performance of the contract to the satisfaction of the City.

B. Maintenance to be performed by selected contractor.

Selected contractor shall be responsible for all cleaning and/or **repair(s) (labor, material and costs)** of pool(s), deck, building (bathhouse) appurtenances, i.e., toilets, shower heads, urinals, and for proper use and care of circulation/filtration systems.

C. Repairs to be performed by contractor or subcontractor. All repairs and rates must be approved by the City aquatics supervisor prior to being completed.

Major repair(s) to structure, plumbing, electrical, glass, and filtration and chlorination systems will be the responsibility of the contractor.

Vandalism: If it is determined that the pool or pool area was damaged due to vandalism, all costs associated with this damage will be the responsibility of the City of Rock Hill

D. If an employee of the bidder cannot make proper repair, the bidder will hire experts to repair the problem. Any subcontractors must be approved by the City aquatics supervisor.

E. Pool and pool area improvements:
Contractor will recommend any major improvements to the PRT Supervisor and they will make the appropriate recommendations to City Management as a budget request.

Evaluation Criteria

The purpose of this RFP is to indicate certain minimum requirements. It is intended that the City of Rock Hill will select the bid proposal which **BEST** meets its anticipated needs at the lowest cost. In making the award of any contract, the City of Rock Hill's evaluation of the lowest and best bidder will include, but will not be limited to, the following criteria:

- 1.** Overall responsiveness, viability and completeness of the bid proposal as well as the likelihood that, in the City of Rock Hill's discretion, the bid proposal BEST meets or exceeds the City of Rock Hill specifications.
- 2.** Bidder's demonstrated experience with similar operations and references
- 3.** Bid proposal cost in relation to services provided
- 4.** Bidder's financial ability to provide the requested services
- 5.** Bidder's litigation and claim history whether from the operation of a pool or other operations of the bidder.

6. Any other factors considered relevant by the City of Rock Hill and demonstrated by the bid proposal or investigation by the City of Rock Hill.

Experience Questionnaire

(Failure to complete this form or any portion thereof may be considered as an incomplete bid and bid may thereby be rejected.)

- ☐ Individual
- ☐ Partnership
- ☐ Corporation
- ☐ Other (specify)

Name of Organization _____ Age: _____
(or individual)

Address _____ Telephone No. _____

City State & ZIP _____

Social Security Number _____ Tax I.D. Number _____

Business Address _____ City _____

State & ZIP Code _____

Organized Date _____ Business Purpose _____

Present employment _____

If a Corporation: List below the names and addresses of corporate officers and amount of stock owned by each, either legally or equitable. Also, indicate where incorporated and if qualified to do business in the State of SC. Give Names and addresses of the Board of Directors.

If a Partnership, Individual, or Other Non-corporate Entity: List below the names and address of all persons having any financial interest in the organization.

2. State the experience, qualification, and background of all persons having management control of the organization in a similar business

3. Will you be engaged in any other business or employment in addition to that for which you are bidding? If so, state the nature and location.

4. Have you examined the existing locations for which you are submitting a bid? _____

5. For the record keeping:

A. Will you use a public accountant? _____

B. If not, who will keep your records? _____

C. Will you use a general ledger? _____

D. If not, explain your bookkeeping system. _____

6. List three (3) credit references:

NAME

ADDRESS

7. List three (3) personnel references

NAME

ADDRESS

8. Liens, suits, judgments, defaults, and contingent liabilities:

A. Have you ever been adjudicated as bankrupt? _____

B. Have you or your company ever failed to fulfill the requirement of a lease or contract? _____

C. Are there any judgments, suits, or claims pending against you? _____

D. Are you acting as endorser for others on their notes or accounts? _____

If the answer is yes, you must include this amount as a contingent liability on our financial statement.

E. Explain fully any affirmative answers to above.

Bid Sheet

We, the undersigned, do hereby affirm that we have read and understand the enclosed bid requirements and specifications; and do submit this bid for the items listed below:

Please include three (3) copies of this sheet.

Pool Staffing & Operations

Emmett Scott Pool	\$_____ (payable in 12 monthly installments)
Boyd Hill Pool	\$_____ (payable in 12 monthly installments)
Northside Pool	\$_____ (payable in 12 monthly installments)
Oakwood Acres Pool	\$_____ (payable in 12 monthly installments)

Please include three (3) copies of this sheet.

All prices quoted are to include all taxes, labor, freight and shipping charges.

Company Name: _____

Name: _____ Title: _____

Signature: _____ Date _____

Address: _____ City: _____ St: _____ Zip: _____

Email Address _____

Telephone Number _____

Bid Submittal Checklist

Bid Sheet (3 copies) _____

Experience Questionnaire _____

Hiring Practices _____

Pay Rate Chart _____

Safety Manual _____

Employee Guidelines _____

Employee Licensure check policy _____

Swim instructor training _____